Training & Career Development

BUS 251: Strategic Human Capital & Performance Mgmt

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Marta Muske
Nicole Zendejas
Agenda

- Core Self-Evaluations and Training Effectiveness with Kayla Marques
- Empowering Leaders with Thu Huynh
- Developing Executives with Ashley Arnold
- Career Development with Marta Muske
- Training and Employee Turnover with Nicole Zendejas
- Training & Career Development Implications
Core Self-Evaluations and Training Effectiveness: Prediction Through Motivational Intervening Mechanisms

Kayla Marques
Issue

- Examine how trainee characteristics affect training effectiveness
  - Core Self-Evaluations (CSE) - fundamental appraisal of one’s worthiness, effectiveness, and capability as a person
  - Motivational and effort allocation (MEA)
- Important to identify what specifically influences effectiveness
Hypotheses

- H1: CSE relates indirectly to affective learning through training motivation, mid-training self-efficacy, and mid-training goal setting
- H2: CSE relates indirectly to cognitive learning through...
- H3: CSE relates indirectly to skill-based learning through...
Research Methodology

- Data from 638 military personnel in job-required foreign language training
- Conducted pre-training, mid-training, and post-training surveys
- Post-training grades, and proficiency tests
- Created several models
  - Evaluated each for fit
  - Evaluated significance/magnitudes of relations
  - Judged if findings made logical sense
Results

- CSE correlated significantly with training motivation and mid-training self-efficacy
  - Did not significantly correlate with mid-training goal setting
- MEA variables correlated significantly with most of training outcomes
- CSE had significant direct correlations with affective outcomes
  - Not cognitive or skill-based outcomes
Manager Take-Home

- Hire & train people who show high CSE
  - Able to test for CSE through 12-item survey
- Deliver optimistic previews before training
- Assign time mid-training for individual goal-setting
Empowering Leaders:

Getting What’s New From Newcomers: Empowering Leadership, Creativity, and Adjustment in the Socialization Context

Thu Huynh

Personnel Psychology
2014, 67, 567-604
The Issue

- There is no guarantee that new hires will meet the demand for creativity
- Adjustment outcomes: anxiety and uncertainty regarding his/her role, decreased commitment, reduced role clarity and subpar performance

WHY is it important?

- Employees with undue stress and uncertainty → lack confidence to provide productivity and creativity
- If an organization do not support creativity → hardly be any success or innovative in the competitive market
Conceptual Model

Figure 1: Conceptual Model of Newcomer Creativity.
Research Method

- High-Tech Joint Venture in Shanghai, China
- Distributed surveys to 200 randomly selected newcomers < 6 months job tenure
- Demographics: 30% newcomers were female
  - Average age: 25.2 and 63% bachelor degree or higher
- Likert-type scale
- Hierarchical Regressions

How will you grow?
Hypotheses

Hypothesis 1: Empowering leadership will positively predict new comer creativity.

Hypothesis 2: Perceived organizational support for creativity was higher and empowering leadership was more strongly positively related to newcomer creativity.

Hypothesis 3: Trust in leaders will moderate the relationship between empowering leadership and newcomer creativity such that the relationship will be stronger when trust in leaders is higher rather than lower.
Results Discussion

H1: Supported
   Empowering leader focuses on power sharing and granting autonomy to employees

H2: Supported
   Organizational support for creativity encourages, rewards, and recognizes creativity beyond a specific role

H3: Supported
   Relationship is stronger when trust in leadership was higher rather than lower
Model 1

Figure 2: Perceived Organizational Support for Creativity as a Moderator of the Empowering Leadership–Newcomer Creativity Relationship (Study 1).

Note. EL = empowering leadership; POSC = organizational support for creativity.
Model 2

Figure 3: Trust in Leader as a Moderator of the Empowering Leadership–Newcomer Creativity (Supervisor Rated) Relationship (Study 2).

Note. EL = empowering leadership.
Training & Action Plan

<table>
<thead>
<tr>
<th>Enculturating Newcomers</th>
<th>Hands-on Experience</th>
<th>Formal/informal Meetings &amp; Evaluations</th>
<th>Trust and Delegate Tasks</th>
<th>Work Recognition</th>
</tr>
</thead>
</table>

- **Enculturating Newcomers**: Help newcomers integrate into the culture of the organization.
- **Hands-on Experience**: Providing hands-on experience to improve learning and retention.
- **Formal/informal Meetings & Evaluations**: Regular meetings to assess progress and provide feedback.
- **Trust and Delegate Tasks**: Building trust and delegating tasks to foster growth.
- **Work Recognition**: Recognizing contributions to motivate and reward employees.

![Visual representations of the action plan](image-url)
Manager Take-home Message

- Help newcomers craft unique and innovative identities in their new role
- Establish role clarity, influence newcomers to think outside the box
- Give time and space to think innovatively
- Being knowledgeable and trustworthy will encourage success all around
- Let top executives know that company needs to facilitate and support creativity

It doesn’t make sense to hire smart people and then tell them what to do; we hire smart people so they can tell us what to do.

Steve Jobs
Developing Executive Leaders: The Relative Contribution of Cognitive Ability Personality, and the Accumulation of Work Experience in Predicting Strategic Thinking Competency

Personnel Psychology (2011) 64, 829-864

Ashley Arnold
The Issue

Key Factors to Developing an Executive

Leadership is a top concern

Top Management Succession & Qualified Leaders

**WHY is it important?**

Poor Leadership = Poor Decision Making

External Hiring → Risk of bad culture fit
Hypotheses

1. Cognitive Ability
   a. Positive correlation to strategic thinking competency.
   b. Positive correlation to accumulation of work experience.

2. Openness to Experience
   a. Positive correlation to strategic thinking competency.
   b. Positive correlation to accumulation of work experience.

3. Executives Extraversion positive correlation to accumulation of work experience.

4. The accumulation of work experience positive correlation to strategic thinking competency.
Hypothesized Model

Figure 1: Hypothesized Model of the Antecedents and Consequence of Executives’ Accumulated Work Experience.
Research Method

- **N = 703** Executives participating in an Assessment Center
- Average **24.6 years** work experience
- Collected detailed accounts of work history and character
- Assessed performance in simulations
- Conducted three inventory tests
- Regression analysis and various modeling
Results Model

Figure 2: Confirmed Model Featuring the Antecedents and Consequences of Executives’ Accumulated Work Experience.

Note. Values in parentheses are standard errors for path coefficients; *p < 0.05 and **p < 0.01.
Results Discussion

- Exposure to a range of work activities with varied levels of responsibility
- Cognitive ability was the strongest predictor of strategic thinking competency
- Less Cognitive Ability → Need greater Accumulated Work Experience
- Extraversion indirectly affects strategic thinking competency
Manager Take-Home Message

- Play Various Roles in Key Work Activities
- Move through increasingly challenging roles
- Hire those with high levels of accumulated work experience & cognitive ability
- Define measures of accumulated work experience
Opportunity, fair process and relationship value: career development as a driver of proactive work behaviour
Issues:

- Disconnection between employees’ long term career development goals and the goals of their employer.

Why is it important?

- Effective career management policies and practices are those that promote employee attitudes and behaviours that are essential for organisational survival and prosperity.
Research

Careerist orientation and proactive behaviour are predicted by interaction between:

- Employee perception of their career development opportunities
- Perceptions of procedural justice
- Organisational commitment

Measures

- Proactive behavior Five-point Likert scale, Cronbach’s alpha is 0.91
- Careerist orientation Five-point Likert scale, Cronbach’s alpha is 0.68
- Favorability of career development opportunities Five-point Likert scale, Cronbach’s alpha is 0.95
- Procedural justice Five-point Likert scale, Cronbach’s alpha is 0.93
- Affective organisational commitment Five-point Likert scale, Cronbach’s alpha is 0.87
Hypotheses:

1. When employees view their career development opportunities unfavorably (rather than favorably), perceptions of procedural justice will be strongly and positively related to proactive behavior, but only when organizational commitment is high.

2. When employees view their career development opportunities unfavorably (rather than favorably), perceptions of procedural justice will be strongly and negatively related to careerist orientation, but only when organizational commitment is high.
Methods

- Employees (N=325) of a large financial services organisation (UK)
- Self-completion questionnaire
- 96.9% non-management/supervisory position
- 68.3% female
- 92.6% white UK ethnic origin
- Average age - 34.5
- Average length of service - 8.8 years
- Regression analysis
Results:

- When individuals view their career development opportunities unfavourably, their perceptions of procedural justice are strongly and positively related to proactive behaviour, and strongly and negatively related to careerist orientation - but only when their levels of organisational commitment are high.

H1 and H2 are fully supported.
Figure 1: Proactive behaviour as dependent variable
Figure 1: careerist orientation as dependent variable
Results discussion:

- Careerism may be prevented even if career development opportunities are unfavourable e.g. in times of economic recessions.
- In times of economic hardships, high commitment to organisation even without career opportunities lead employees to exhibit more proactive behaviour.
- Highly important to maintain a committed workforce in the organisation.
Manager Take-home message:

- Promote employee engagement and organizational commitment by effective recruitment, job design, employee involvement mechanisms, reward strategies and performance management systems
- Importance of fair processes and procedures in career development opportunities
- Decision-making processes should be transparent, consistent, allowing employee input and influence, being based on accurate and relevant information.
- Employees should be provided with regular communications regarding their career development.
Training and Employee Turnover

The Impact of Motivation, Empowerment, and Skill-Enhancing Practices on Aggregate Voluntary Turnover: The Mediating Effect of Collective Commitment

Personnel Psychology
2011, 64, 315-350

Nicole Zendejas
The Issue(s)

- Examining influencing factors on employee turnover;
- Studying the aggregate turnover vs. individual turnover;
- Analyzing the impact of motivation, empowerment and skill-enhancing practices on employee turnover;
- The mediating effect of commitment.
Hypotheses

1.)  Positive relationship between motivation-enhancing HR practices and commitment; negative relationship between motivation-enhancing HR practices and turnover will be mediated by commitment;

2.)  Positive relationship between empowerment-enhancing HR practices and commitment; negative relationship between empowerment-enhancing HR practices and turnover will be mediated by commitment;

3.)  Positive relationship between skill-enhancing HR practices and commitment; commitment will inconsistently mediate relationship between skill-enhancing HR practices and turnover; effect of skill-enhancing practices independent of commitment will be positive.
Methods

- Single company with 62 stand alone business units in the US;
- Each business unit employs 500 people;
- Conducted surveys of employees and HR managers over 12 month period;
<table>
<thead>
<tr>
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<th>Motivation enhancing</th>
<th>Empowerment enhancing</th>
<th>Skill enhancing</th>
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*N = 91.*

Boldface type indicates a significantly higher mean score relative to the other two scores using Duncan's Multiple Range Test *(p < 0.05).* Unbolded items in the same row marked with an asterisk are significantly different from one another *(p < 0.05).*
Results

1.) Positive relationship between motivation-enhancing HR practices and commitment; negative relationship between motivation-enhancing HR practices and turnover will be mediated by commitment; - SUPPORTED

2.) Positive relationship between empowerment-enhancing HR practices and commitment; negative relationship between empowerment-enhancing HR practices and turnover will be mediated by commitment; - SUPPORTED

3.) Positive relationship between skill-enhancing HR practices and commitment; commitment will inconsistently mediate relationship between skill-enhancing HR practices and turnover; effect of skill-enhancing practices independent of commitment will be positive. - PARTIALLY SUPPORTED
- Skill-enhancing HR practices are not associated with commitment;
- Skill-enhancing HR practices are positively associated with voluntary turnover

### TABLE 4
Results of OLS Regression Analysis

<table>
<thead>
<tr>
<th>Variables</th>
<th>Model 1: Controls only</th>
<th>Model 2: Regressing turnover on collective affective commitment</th>
<th>Model 3: Regressing collective commitment on HR bundles</th>
<th>Model 4: Testing the mediation model</th>
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$N = 93.$  
* $p < 0.10$ (one-tailed test),  
** $p < 0.05$ (one-tailed test),  
*** $p < 0.01$ (one-tailed test),  
**** $p < 0.001$ (one-tailed test).
Manager Take Home

- Goal is to attract and retain your employees;
- Because investments in talent are portable, keep in mind that training and development strategies, by themselves, can lead to an increase in employee turnover;
- If training and development is to play a part in your HR strategy, then you must couple that with motivation-enhancing strategies, in order to help retain your top-notch employees.
In Conclusion...
Training & Career Development Implications

- Hire motivated people with high CSE scores.
- Empower new hires to generate creative ideas to ensure long-term success.
- If employees want to pursue an executive career, they need to expand their understanding of the organization while accumulating experience.
- The company needs to maintain a committed workforce in the organisation, so that employees may be more proactive and less career oriented.
- The company needs to keep trained employees motivated to stay.
Thank you!